



**Volume**

**1**

STATE OF MISSOURI

Office of Information Technology

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# Toward a New Century

**THE INFORMATION TECHNOLOGY STRATEGIC PLAN  
FOR MISSOURI STATE GOVERNMENT**

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OFFICE OF INFORMATION TECHNOLOGY

# **Toward a New Century**

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## Preface

During the last quarter century Missouri State Government agencies employed information technology (IT) to pursue their various missions. For the most part, the efforts of these agencies were independent of each other, sometimes resulting in a duplication of systems and hardware. Often citizens' needs were a secondary consideration to agency requirements when collecting information and providing services.

In July 1995, as a result of Governor Carnahan's Commission on Management and Productivity, the Office of Information Technology was established. The primary mission of this office is to develop and implement an Information Systems Strategic Plan. In October 1995, the Information Technology Planning Board, made up of agency representatives, began developing a strategic plan. These representatives arrived with a wide variety of backgrounds and brought a business perspective to the planning process. This document is the result of their efforts.

***"We have the potential to provide state-of-the-art solutions to citizens in their homes or communities"***

The goals and objectives outlined in this plan are broad and far-reaching. The challenges presented by this plan are significant. We will struggle with issues of cooperation and agency commitment to these goals, individual perspectives versus statewide views, and competing demands for personnel, time and dollars. We will encounter changing political climates, changing technology and turnover of skilled IT staff.

As challenging as the road will be, the possibilities are vast. We have the opportunity to change the way citizens of Missouri view their state government. We have the potential to provide state-of-the-art solutions to citizens in their homes or communities. We have the momentum to develop statewide systems that empower workers and streamline work flows.

With this momentum, Missouri will enter the 21<sup>st</sup> century providing information and services to every citizen in the state in an effective and efficient manner through the use of information technology. New technologies and new applications of existing technologies will allow us to change the way we perform state business. Citizens will gain ready access to the vast information state agencies possess. Services will be structured and provided so as to minimize the time and effort citizens must expend to interact with agencies of Missouri State Government.



## Introduction

### Executive Summary

This document is a road map for using Information Technology throughout Missouri State Government. It is the result of recommendations originated by Governor Carnahan's Commission on Management and Productivity.

The State of Missouri must focus on three key areas in the coming years.

- **Access** – easily accessible and readily available information and services
- **Optimization** -- effective and efficient use of information technology
- **Innovation** -- innovative use of information technology to benefit citizens

This document details the primary objectives developed during the planning process.

- Provide computerized access to public information held by Missouri State Government.
- Provide single points-of-access to Missouri State Government services.
- Effectively and efficiently utilize Missouri State Government Information Technology resources and investments.
- Construct and maintain an effective communications network capable of supporting the Missouri Information Technology Vision and Mission.
- Provide an e-mail communication system for Missouri State Government.
- Provide data integrity and security.
- Provide mechanisms to insure data and systems inter-operability between state government entities.
- Share information with other government entities in support of the Vision and Mission of the State's Information Technology plan.
- Develop a State of Missouri enterprise infrastructure that minimizes data redundancy, minimizes functional duplication and encourages business system sharing across departmental lines of responsibility.

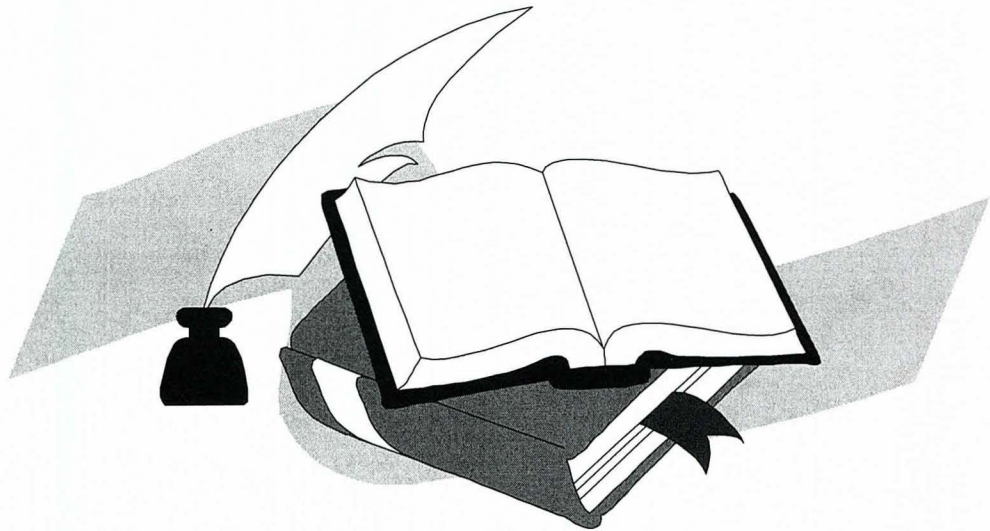




## INTRODUCTION

- Recruit, develop and retain a skilled information technology workforce within Missouri State Government.
- Provide access to educational opportunities, including elementary, secondary, higher education and continuing adult education, to Missouri citizens through technology.
- Coordinate the integration and application of current and emerging information technologies within Missouri State Government.
- Develop an educational/marketing program for the state community regarding the benefits that can be derived from the use of information technology.

Additional volumes will be added to this plan; one will include detailed plans addressing the objectives identified here, another will provide progress reports. This plan will continue to grow and change as technology and the needs of the State change. It is our guide into the 21<sup>st</sup> century.





## Background

### COMAP

In 1994, Missouri Governor Mel Carnahan formed the Commission on Management and Productivity (COMAP). Six blue ribbon committees reviewed automation, efficient operations, fiscal policy, management improvement and customer focus, organizational planning, and workforce issues, and made recommendations for change.

***“... the IT plan should coordinate directly with the State of Missouri's overall Strategic Plan ...”***

The Automation Task Force consisted of information technology professionals and policy makers from industry and state government. This task force made the following recommendations:

1. Implement an ongoing strategic information technology planning process that addresses statewide acquisition, implementation and application of information technology. The substance of the IT plan should coordinate directly with the State of Missouri's overall Strategic Plan as it is developed.
  - Develop an IT strategic planning process.
  - Create a new Office of Information Technology directed by a Chief Information Officer (CIO) and responsible for statewide planning and coordination.
  - Establish an Information Technology Planning Board (ITPB) to work with the CIO to formulate the state's IT strategic plan and advise on policy changes and actions.
  - Impanel an IT Advisory Board (ITAB) to set technical standards, select and sponsor new technology research and development projects, and conduct operational and tactical planning.
2. Integrate state government mainframe computing resources.
3. Consolidate the state telecommunication networks to improve management, planning, operation, and to expand available functions.

### The Organization

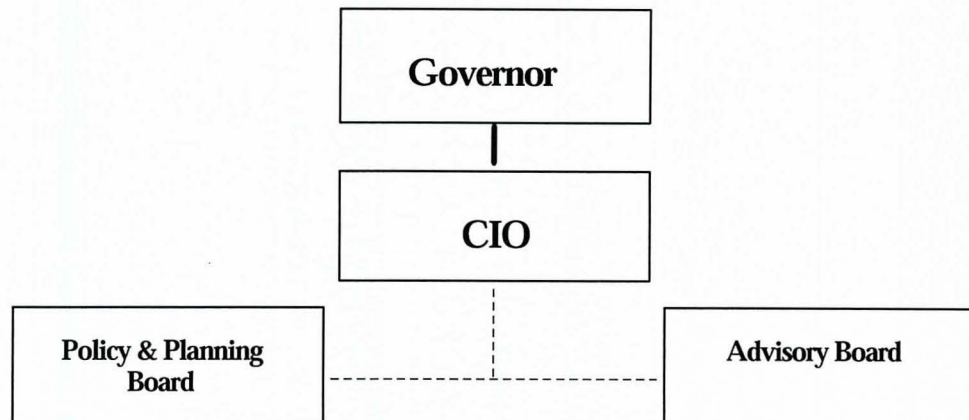
Considering the COMAP recommendations, Governor Carnahan established the Office of Information Technology (OIT) and employed a CIO on July 1, 1995. The





## INTRODUCTION

Information Technology Planning Board was established in September 1995. The following month the CIO and ITPB began work on an information technology planning process. The former data processing managers' group was then formally organized and recognized as the IT Advisory Board.



**Figure 1.1** shows the relationships between the Governor, CIO, Planning and Advisory Boards.

## The Current Environment

### Missouri citizens:

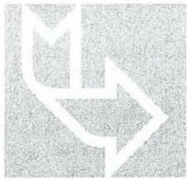
- Must interact with various agencies in different locations to obtain services.
- Must provide the same information to different agencies multiple times.



## INTRODUCTION

### **Missouri agencies are faced with an environment where:**

- Agencies operate as independent islands of information.
- Data is duplicated by many agencies.
- Information exchange between agencies is complicated by the different technologies employed.
- Many of the information systems currently in use are outdated and fail to reflect changes in the business of state government.
- New application development time frames are excessive.
- Pay scales for highly trained technical staff have not kept pace with industry, making recruitment and retention difficult.
- Intermediate and long-range IT business planning is not uniformly and consistently performed.



### **Missouri's Information Technology community has:**

- IT leaders who recognize they have a common purpose.
- Agencies willing to share and exchange information.
- IT leaders who recognize the synergy created by sharing resources to accomplish IT goals.
- Skilled and dedicated IT professionals.



## Foundation

### The Vision

Information Technology will be the lens through which the Missouri Vision is projected into the 21<sup>st</sup> century. Missouri State Government will provide information and services to assist development of a statewide community that encourages and supports the pursuit of dreams, security, justice and opportunity, while working to protect individual rights and freedoms.

Information Technology will make Missouri State Government more accountable to Missouri citizens. Through integrity, effectiveness and common sense, we will exceed the public's expectations of responsiveness and excellence. The measure of success will be results for Missouri citizens and a positive return on state dollars invested in Information Technology.

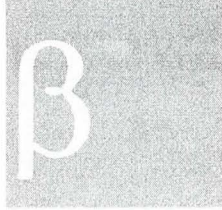
### The Mission

To enable effective government operations and provision of public services in support of the Missouri Vision through appropriate, cost-effective, coordinated, innovative and useful application of information technologies.









## **The Values**

The following values represent the guiding principles and standards of the Information Technology Planning Board. These values contribute to and support the goals and objectives articulated in this plan.

### **INTEGRITY**

We believe in interagency honesty and fairness.

### **ACCOUNTABILITY**

We are accountable to the citizens of Missouri and will conduct our business in a fiscally responsible manner.

### **RIGHT TO PRIVACY**

We recognize that state government holds data about individuals and groups that are private and release of that data to the public is a violation of the public trust.

### **FREEDOM OF ACCESS**

We believe in promoting simple and effective access to public information. Information should be available as needed, whenever needed.

### **COOPERATION**

We believe that cooperation between state entities is fundamental to our work and we will consciously strive to share resources and work together.

### **EFFECTIVENESS**

We believe the effectiveness of our services is crucial and needs to be balanced with the efficiency of operations.

### **RESPECT**

We believe customers and employees are individuals deserving of our respect.

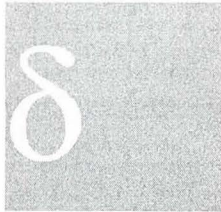
### **INNOVATION**

We believe innovative solutions should be promoted and embraced.

### **EMPOWERMENT**

We believe in the practice of making decisions at the lowest effective organizational level.





## **The Goals**

The Information Technology Planning Board identified three key areas on which Missouri State Government should focus information technology.

### **Access**

**A**The availability of resources and the effective delivery of services are critical to the mission of the State. Our goal is to create an operational environment in which government services and public information are readily available to and easily accessible by the public.

### **Optimization**

**O**The effective and efficient utilization of State resources is necessary to support the mission of the State. Our goal is to create and support an operational environment where costs are managed, resources are shared and used to their maximum potential, and services are continually improved.

### **Innovation**

**I**The effective application of information technology is vital to the mission of the State. Our goal is to establish an environment in which the needs of the State and the capabilities of information technology can be anticipated, and solutions planned and implemented in a manner that provides the greatest overall benefit to the citizens of the State.





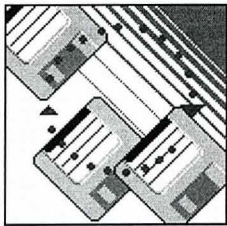
## Objectives and Strategies

The Vision, Mission, Values and Goals describe the foundation on which the following objectives and strategies are built. These objectives and strategies outline the major areas Missouri's IT community needs to address in the immediate future.

### Access

#### OBJECTIVE A1

Provide computerized access to public information held by Missouri State Government.



1. Develop and implement policies and procedures that facilitate access to state information.
2. Develop and implement technological systems that provide access to state information.

#### OUTCOME

The existence of a consistent and widely available set of policies, procedures and services that enable access to state information services from a variety of public access points.

#### OBJECTIVE A2

Provide single points-of-access to Missouri State Government services.

1. Identify candidate services that can be provided electronically.
2. Design technologies for single points-of-access.
3. Advocate the new technologies to state agencies.

#### OUTCOME

The ability of the public to easily acquire information and services from multiple state agencies at a single point of service.



## OBJECTIVES AND STRATEGIES

### Optimization

#### OBJECTIVE 01

Effectively and efficiently utilize Missouri State Government Information Technology resources and investments.

1. Consolidate Missouri State Government mainframe data centers.
2. Use the combined purchasing power of Missouri State Government entities to provide cost effective statewide purchasing contracts where appropriate.

#### OUTCOME

State IT resources used in an effective and efficient manner.

#### OBJECTIVE 02

Construct and maintain an effective communications network capable of supporting the Missouri Information Technology Vision and Mission.

1. Complete an inventory of current network assets and a future needs assessment.
2. Construct and implement a network plan based on the needs assessment.

#### OUTCOME

A statewide network that enables the implementation of information technologies, applications and systems.

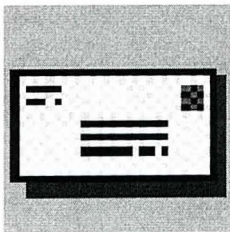
#### OBJECTIVE 03

Provide an e-mail communication system for Missouri State Government.

1. Provide the necessary software to allow different e-mail systems to effectively communicate.

#### OUTCOME

The ability for all state government entities and personnel to communicate effectively with each other.







## **OBJECTIVES AND STRATEGIES**

### **OBJECTIVE 04**

Provide data integrity and security.

1. Establish data security standards and integrity guidelines.
2. Establish system to monitor data integrity and security on an ongoing basis.

### **OUTCOME**

Data is secure.

### **OBJECTIVE 05**

Provide mechanisms to insure data and systems inter-operability between state government entities.

1. Establish information technology standards for Missouri State Government.

### **OUTCOME**

The identification of when and the extent to which standards are required, and the development and statewide adherence to such standards.



### **OBJECTIVE 06**

Share information with other government entities (including municipal, county, state and federal) in support of the Vision and Mission of the State's Information Technology plan.

1. Establish technical standards for the exchange of data.

### **OUTCOME**

Consistent and effective information use across government entities.

### **OBJECTIVE 07**

Develop a State of Missouri enterprise infrastructure that minimizes data redundancy, minimizes functional duplication and encourages business system sharing across departmental lines of responsibility.

1. Develop architectures for data and business systems that can be used to drive statewide initiatives by conducting an Information Strategy Plan (ISP) for Missouri State Government.

### **OUTCOME**

System and data redundancy eliminated.



## **OBJECTIVES AND STRATEGIES**

### **OBJECTIVE 08**

Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

1. Develop and implement an IT workforce recruitment, development and retention plan for Missouri State Government.

### **OUTCOME**

Missouri government entities are able to attract and retain the quantity and quality of IT personnel required to support the State's mission.

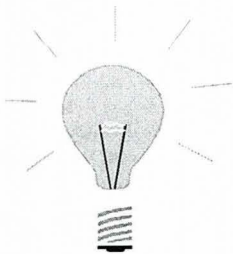
### **OBJECTIVE 09**

Provide access to educational opportunities, including elementary, secondary, higher education and continuing adult education, to Missouri citizens through technology.

1. Develop a close working relationship with the education community. ITPB will set policy for the use of the network infrastructure. The education community will be responsible for the equipment utilizing the network infrastructure and the educational content of the programming.

### **OUTCOME**

Schools using the state network for expanded education needs.



## **Innovation**

### **OBJECTIVE 11**

Coordinate the integration and application of current and emerging information technologies within Missouri State Government.

1. Establish a program office within the Office of Information Technology for the purpose of coordinating the integration and application of information technology within Missouri State Government.
2. Establish linkages with the research and development functions within colleges and universities to integrate technology reviews and development efforts and propagate results.
3. Establish a mechanism to collect, store and disseminate the results of statewide information technology research and implementations.

### **OUTCOME**

Maximized innovative use of IT to solve problems for the State.



## **OBJECTIVES AND STRATEGIES**

### **OBJECTIVE 12**

Develop an educational/marketing program for the state community (legislature, cabinet, public) regarding the benefits that can be derived from the use of information technology.

1. Develop an educational/marketing plan for information technology within state government.
2. Develop a unified approach to obtain legislative and executive commitment for the funding of information technology projects.

### **OUTCOME**

Executive buy-in and a broader acceptance of IT as a solution rather than an expense that results in the receipt of funding necessary to accomplish the Mission.









## **The Next Century**

**T**his plan will be a living document. Periodically, it must be reviewed and updated to reflect additional goals and objectives as technology and business needs evolve.

As we work toward the goals and objectives outlined here, detailed plans will be developed and appropriations secured. Additional volumes will be added to this road map as detailed work plans are developed supporting these objectives. Another volume will provide periodic progress reports.

Beginning with the FY98 cycle, all information technology budget requests must be tied to this strategic plan. Requests will identify which goals and objectives they support.

This is the end of the beginning. This Information Strategic Plan is the first volume of the book that will map Missouri's IT journey into the new millennium.

